

Management Practices Workgroup

Kick-off Meeting Minutes July 13-14

This workgroup began by listing the personal reasons each was on the workgroup. These were initially called personal agendas, but resulted in insights and understanding of the team members. The resultant personal reasons for participation are as follows:

- Improve coordination between the counties and the state (improve or remediate past deficiencies).
- Try to assure consistent application of agreements that have been “bought off” on, i.e., assure that agreements are implemented as intended.
- Try to maintain a degree of autonomy in the counties with the advent of increased oversight.
- Work to keep a broad focus and attain the goal of “What’s best for kids” rather than simply what is best for managers.
- Gain increased taxpayer support for the program. We need to try to shape or balance client expectations with the reality of child support casework. Develop an outreach program to establish and maintain expectations.
- Try to increase the level of communication within the program. Historically, the counties have filled the gaps when communication or leadership was lacking from the legislature, the federal components or from the department.
- Gain a greater understanding of the role(s) of the Boards of Supervisors. Try to obtain clearly defined roles and responsibilities. The Boards should provide more information to the community and county agencies.
- Provide management tools (systems) to the job of child support. Provide for consistency and uniformity, yet flexibility, in those tools. Obtain an in-depth understanding of agreements and issues among all stakeholders.
- Want to be involved in every level that affects the jobs of SEIU members. Want to ensure that the rights of child support workers are maintained.
- Would like to attain greater uniformity throughout the state.
- Attain greater accountability. Meet or exceed performance standards, consistently applied at all levels.
- Child support is a frontier for social policy. Want to be a part of that and help make it work.
- Broaden the perspective to the family as a whole. Would like to see the emphasis move away from purely collections and the resultant priorities. Focus more on the whole family in child support actions.
- Try to reconcile the tensions between the federal direction of collection dollars to reimburse public funds vs. collections for the families.
- Focus on increased collection of arrearages, but maintain the flexibility to make the program more family friendly.
- Educate the workgroup members with diverse backgrounds. We need to gain a better understanding of each other and represent our efforts to our constituencies. Diversity is excellent if managed well. We need to pull our ideas out for better understanding of each other.

- Have a concern that the workgroup and program will go forward without the necessary information. The collectibility study may be a valuable resource to the effort.
- Determine the role attorneys will have in management. Will they be part of the management structure or only a resource for legal expertise?
- Ensure that we keep testing the direction against the intent of the legislation.

Next, the workgroup expanded on the primary list of issues for consideration in the scope of the work for the next several weeks. These issues are as follows:

Issue	Votes/Score
1. Develop a way for the state and counties to plan for and determine program and budgetary needs. <ul style="list-style-type: none"> • We used to be able to predict incentives revenue. • We need to be able to predict what actions will result in revenue (incentives) to be able to plan and manage the program. • We need to know the Department's initiatives and priorities. • We need to develop honest communication so that the counties can have early, consistent predictors for planning. • Develop program-wide processes that work in concert. 	6
2. Develop a budgetary control process.	11
3. Develop Human Resource strategies that address recruitment, retention, training, improvement, and development of management and staff. <ul style="list-style-type: none"> • Address turnover and retention issues. Loss of state staff affects county agencies. • Define how the state will determine appropriate staffing levels to accomplish the job. • Need to develop recommendations for how the program will plan for staffing needs to adequately support program operations. • Develop a plan and process to evaluate staffing needs. • Avoid unfunded mandates. • The state and counties need to work more in concert relative to staffing issues. • We need an information sharing and dissemination mechanism to get more information to line staff regarding legislative, program, and priority issues. • We need a way to retain institutional knowledge within an agency and turn that into action knowledge (applied knowledge at the caseworker level). 	7 3
4. Define management and operational informational needs for the program. Adopt management information requirements and formats to:	

Issue	Votes/Score
<ul style="list-style-type: none"> reflect performance measures; support business activities that provide input to the budgeting processes; are consistent and comparable across the program; and include program success factors. 	10
5. Provide information to those who need it, when they need it through easy to use tools and methods. <ul style="list-style-type: none"> Develop an information repository for required information. Infuse training into normal work schedules and practices. Consider regions, demographics, case types. Empower line staff through the use and availability of information. 	13
6. Develop a structure for addressing project priority issues.	6
7. Develop better communication among all players in the child support program through better defined roles, responsibilities, and authorities at all levels. <ul style="list-style-type: none"> Gain better understanding of new department positions including regional positions. Gain a greater understanding of the role(s) of the Boards of Supervisors. Try to get better defined roles and responsibilities and permit greater information sharing with the community and county agencies. 	13

The voting produced two clear winners with a budget control process a close third. It was decided that the two highest priority items would be the focus for the workgroup for the next several sessions. If time permits, the next item in order of priority would be addressed.

To arrive at an agenda for each of the next two work sessions the following process steps and information requirements were developed.

For the work session of July 25 the agenda will be:

Issue	
Provide information to those who need it, when they need it, through easy to use tools and methods.	
Action Steps	Time to Complete
<ul style="list-style-type: none"> Define what is the problem now. Define the components within and without the program that need information. 	2.0 hours

Issue	
<ul style="list-style-type: none"> Define specifically who needs the information. Define what and when information is needed. 	
<ul style="list-style-type: none"> Develop survey questions and target audience. Determine what the department has done or is doing. 	.5 hours
<ul style="list-style-type: none"> Define methods of delivering information to receivers. Evaluate what information media works. Identify what is not needed. 	3.0 hours
<ul style="list-style-type: none"> Develop recommendations. 	2.0 hours
Informational Requirements	Assigned To
Federal Best Practices	Located in Notebook
County Best Practices	Mike
Other regulated agencies best practices	Cindy/Nora
SEIU Contract	Rachel
Bureau of State Auditor Report	Located in Notebook
Child Support Model System Reference Guide	Nora
CAMP/FTB Practices	Debbie/Stam

For the work session of August 15 the agenda will be:

Issue	
Develop better communication among all players in the child support program through better defined roles, responsibilities, and authorities at all levels.	
Action Steps	Time to Complete
<ul style="list-style-type: none"> Identify organizational components Identify legislative and statutory requirements Identify gaps and overlaps Clarify roles as required Identify reporting relationships What is in motion for establishing agency relationships Review other state agencies for other models 	2.0 hours
<ul style="list-style-type: none"> Define accountability for each responsibility Determine what DCSS has done to date to define roles and responsibilities Identify authorities for each component Define transition impacts 	2.0 hours
Information Requirements	Assigned to
State Strategic Plan	Winnie
CCSAS Project Charter	Stan

Directional input from Winnie	Larry
Wyoming State Model	Nora
National Association of State Legislatures	Nora
Matrix of state and federal regulations	Kevin

A number of Action Items emerged for this work session. The following table lists those action items and to whom they were assigned for resolution.

Action Item	Assigned to	Date Due
What are the management practices with respect to the availability of information among other counties and states.	Nora	7/19/00
Discuss the various mechanisms for disseminating / communicating information.	Workgroup	7/19/00
Recommend a formal system for statewide communication / distribution of questions and answers.	Workgroup	7/19/00
What is the current status of DCSS' efforts in disseminating information, e.g., Web Page.	(Lisa)	7/19/00
Obtain other regulated agencies' Best Practices. CWAA Education SEIU FTB	Cindy Nora Rachel Stan/Debbie	7/19/00
What is DCSS' current vision regarding program "management structure" e.g., Strategic Plan. Arrange for Winnie or Peggy to discuss issues with group.	Larry	8/8/00
Obtain copies of the Project Charter.	Stan	8/8/00
Obtain information from the National Association of State Legislators.	Nora	8/8/00

Matrix of federal and state requirements.	Kevin	8/8/00
Research various staffing models – HR Management techniques.	TBD	8/8/00
What is the definition/job description for Regional Administrator?	Mike	8/8/00
Examine other states' management (systems) reports.	TBD	8/8/00
Obtain a copy of Government Code Section ?? (SB 90) which defines Local Mandate funding requirements and "reasonable costs."	Mike	8/8/00
What is the required (desired) participation at the regional focus group meetings in LA, SAC, SLO?	Larry	8/8/00
Identify and discuss any issues that cross over with other workgroups.	Stan	Each session
Provide workgroup members' email addresses.	Larry	7/21/00
Check with Peggy if the LA county analyst will be replaced.	Larry	7/21/00